

# The Pacific Connection



Vol. 35, Nr. 7 US Army Corps of Engineers, Honolulu Engineer District

August/September 2001

*"Look, Ma, no hands!" Employees from Programs Management Branch work together during CO2 training*



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**Adversity:** *The finest steel has to go through the hottest fire.* —Richard M. Nixon, 37th U.S. president

## ***District Leadership***

# **HED Deputy delighted with assignment**



*Maj. Scott Schriner, HED Deputy Commander*

*Story and photograph by Alexander Kufel*

**M**ilitary life is different from that of civilians. PCS (permanent change of station) orders can appear and disappear with alarming rapidity and military families can find themselves headed for destinations they hardly considered. Six months before his July arrival in Hawaii for his new job as HED Deputy Commander, Maj. Scott Schriner, his wife Lisa, and their two sons Craig, 8, and Douglas, 5-1/2, were getting ready for a tour of duty at Fort Hood, Texas. Then, everything changed.

"The prospect of living in Hawaii wasn't even on our radar screen last December," said Schriner. Suddenly, in January they found themselves trying to find out about schools in Hawaii instead of Texas. They decided that Moanalua Elementary seemed like a pretty good place to send their children, particularly since it was close to Fort Shafter. For them, said Schriner, the quality of the house they would live in was secondary to the quality of education. That settled, all they had to do was find housing nearby and they would be all set. Nobody told the Schriners that Moanalua Gardens was an area of very low turnover so they weren't even surprised when a rental unit

became available just as they arrived.

Now, a few weeks later, the Major is settling into his job, his family is settling into their new home and one discovers that nearly 14 years of marriage and 14 years in the Army are not a coincidence at all. Instead, they represent the kind of clarity of purpose that goes along with knowing one's self and making life decisions that support that vision.

Schriner said that he likes to be involved in things, but not a lot of things at the same time.

"I work hard at the things I do," he said. "And I expect other people to do their job. I don't see any difference between military and civilians, we all have a job to do."

Schriner completed graduate school while a project engineer and assistant resident engineer at the Scott Air Force Base resident office in Louisville District in 1998. From then until June 2000 he was part of the 2<sup>nd</sup> Training Support Battalion. Recently, he completed the year long Resident Command and General Staff College course at Fort Leavenworth, Kan.

"I'm very mobile," he said. "I can go anywhere, but the hardest thing about coming to Hawaii was having to tear the family away from their friends. Lisa and I talk a lot. To be in the Army you really need a supportive spouse. We are already making new friends and that will get better with time."

Thus, his priorities are, for the moment anyway, focused on his job and his family.

Plans include becoming fully involved in the workings of the District while on the job. Off duty, he's anticipating working with the Cub Scouts, once Craig and Doug start again, and getting involved in youth sports as an assistant coach, something he has already done for three years. Schriner said that he's an avid golfer, is a huge NASCAR racing fan, and is temporarily separated from his baseball card collection. He also is looking forward to finding time to go fishing again with his sons, something they haven't yet been able to do and teaching golf to them as well.

**Cover:** *Photographed in action during a recent CO2 (Consideration of Others) training session, a team from Programs Management Branch consisting of Linda Tsugawa, Val Lee, Wendy Mow, Anne Chang, Renee Inouye and Dean Fukuchi demonstrates its ability to work together to accomplish a difficult task by quickly building a pyramid out of paper cups without using their hands. Or any other body parts, for that matter, they said. Also present but not pictured are Richard Raber, Geoff Lee, Craig Hashimoto, Randall Wong and Doris Aguilar. —Photograph by Alexander Kufel.*

The Pacific Connection, an unofficial publication authorized by AR360-1, is a monthly newspaper produced by the Public Affairs Office, Pacific Ocean Division and Honolulu Engineer District, US Army Corps of Engineers, Fort Shafter, HI 96858-5440. Telephone (808) 438-9862. This command information newspaper is for employees and others who request it in writing. Contents are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Army. Circulation: approximately 1,300.



This newspaper is printed on recycled paper.

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**Honolulu Engineer District Commander**.....Lt. Col. Ronald N. Light  
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**Risk:** *If you don't fail now and again, it's a sign you're playing it safe.* —Woody Allen, actor/comedian

# HED's Environmental Branch support helps keep Army's Pohakuloa Training Area open

*Story and photographs by Beth Miura,  
HED Environmental Branch*

**T**raining is essential for military readiness and available land in the state of Hawaii is scarce. That makes the Army's remote Pohakuloa Training Area on the Big Island of Hawaii vitally important. Support from the Honolulu Engineer District (HED) Environmental Branch ensures PTA complies with environmental regulations and stays open so soldiers and other service members can train.

"During a typical year we have 15,000-18,000 soldiers, marines, airmen and sailors training here," said former PTA commander Lt. Col. Dennis Owen. "Our biggest customers are the Army's 25<sup>th</sup> Infantry Division and the 3<sup>rd</sup> Marine Regiment at Kaneohe, but all the other services and reserve components and even local law enforcement units train here, too."

PTA provides a combat training area for full-scale live fire and field-training exercises. The U.S. Air Force, U.S. Marines, and U.S. Navy also use the impact area for bombing practice.

The 108,000-acre installation is the U.S. Army Garrison, Hawaii's largest live fire range and training complex.

PTA consists of three areas: cantonment, airfield, and training (which include approximately 54,000 acres of impact area). Within the training area, there are 22 live-fire ranges, seven airborne drop zones, 113 surveyed field artillery and mortar firing points and 19,000 acres of maneuver area where platoon to brigade-sized units conduct combined arms, multi-echelon, and joint service exercises.

Despite its remote location, which presents difficult transportation and logistical challenges, units come to Pohakuloa virtually year round for something they can't get anywhere else in Hawaii — room to train. PTA is the only military facility in Hawaii where units of 2,000-3,000 troops can train together at a single time.

A key factor in keeping PTA available for training is ensuring the installation is in compliance with environmental regulations.

That responsibility lies with the U.S. Army Garrison, Hawaii, Directorate of Public Works (DPW) Environmental Division. DPW partners with HED's Environmental Branch. According to Alvin Char, chief of DPW's Environmental Division, the Army takes very seriously its responsibility to be good environmental stewards and minimize any damage to the land caused by soldiers, weapons, and equipment.

Federal environmental compliance requirements are strict. If the Army doesn't comply, training can be stopped until corrective measures are taken. Should that happen, the impact on readiness could be disastrous.

PTA is located in the plateau area between Mauna Kea and Mauna Loa, the state's two tallest mountains, both more than 13,500 feet high. At an elevation between 6,000-8,650 feet above mean sea level, PTA is in the middle of two different climate zones. A complex mosaic of plant communities has developed in this harsh climate, in the midst of a heavily used training area. To date, there are 11 federally listed endangered and one threatened listed plant species in PTA. Of



*Prior to examining an area for endangered plant species, a team of environmental specialists uses a map to identify sector boundaries.*

those 12, three are found only at PTA.

PTA is not only rich in flora but also fauna. Five federally listed birds and one listed mammal species (the Hawaiian hoary bat) unique to the state of Hawaii are found there.

In 1995, DPW's Environmental Division developed a proactive ecosystem management program to enable military training to continue. Environmental Division requested HED's support to implement the ecosystem management because of the District's experience and expertise.

During the past six years HED has awarded and managed

**See "Pohakuloa," page 12**

**Hard work:** *When I was a young man I observed that nine out of ten things I did were failures. I didn't want to be a failure, so I did ten times more work.* —George Bernard Shaw, British dramatist

## Employees of the Month



Sandy Ginto

**Hometown:** Kaneohe, Hawaii

**Position with Corps and how long:** Procurement Technician at the Fort Shafter Resident Office (FSRO) since August 2000.

**Describe your job in 50 words or less:** I maintain RMS including instructing FSRO personnel with proper user procedures and continually assist with resolving module discrepancies. I execute PR&Cs for credit card purchases, prepare and process contractor requests for monthly and final payments, process final payment package closeout documents, and review construction/as-built drawings and modifications for preparation of real property transfers.

**What do you like best about your job?** Having the opportunity to develop proficiency in other diverse professions and helping others to "make a difference."

**What is the most difficult part of your job?** Balancing the tremendous amount of workload with fewer personnel.

**If I was the DE for a day, I would...** institute a quarterly incentive program that rewards employees with various awards such as time-off, on-the-spot cash (contingent on available funding), Certificates of Appreciation, or even the Commander's Coin. This program would be set up for employees based on their achievements and/or contributions to HED and the USACE mission.

**What is the best improvement in the District in the past six months?** The decision to go ahead and renovate Building 127, TAMC.

**What is the best improvement in your office in the past six months?** The positive changes in the Fort Shafter Resident Office.



Glen Takishita

**Hometown:** Pearl City, Hawaii

**Position with Corps and how long:** Project Manager in Military Branch of PPMD; started with POD in 1982.

**Describe your job in 50 words or less:** The PM is responsible for managing engineering studies and designs and for oversight of construction projects. Project execution is the bottom line and we depend on all HED offices, our customers and other federal, state and city agencies to successfully accomplish that task.

**What do you like best about your job?** I enjoy working with other people. In project management you must work closely with everyone in order to complete each project successfully. My greatest satisfaction comes from having Project Delivery Teams in which all members work well together to complete successful projects in spite of differences in personalities, attitudes and opinions.

**What is the most difficult part of your job?** The most difficult challenge that all PMs face is accomplishing all project management requirements/responsibilities as described in the PMBP for every project.

**If I was the DE for a day, I would...** initiate a program to have every designer, reviewer, project engineer, and contracting and resource management chief spend a minimum of six months in the project management office.

**What is the best improvement in the District in the past six months?** The new office furniture gives our organization a professional appearance and quality that has been sorely lacking in the past.

**What is the best improvement in your office in the past six months?** Although we have been losing PMs faster than we can hire replacements, the new personnel we have hired will bring fresh ideas and enthusiasm with them to this office.

**Intelligence:** *The intelligent man is one who has successfully fulfilled many accomplishments, and is yet willing to learn more.—Ed Parker, martial artist*

## Employees of the Month



Anne Chang

**Hometown:** Ewa, Hawaii

**Position with Corps and how long:** Secretary, with Corps since 1988.

**Describe your job in 50 words or less:** I serve as the secretary for Programs Management Branch providing clerical and administrative support to the branch chief and other employees within Programs and Project Management Division (PPMD). I actively participate in the organization by performing routine administrative and miscellaneous clerical work. I resolve problems associated with the administrative and clerical work of PPM as they occur.

**What do you like best about your job?** Every day I look forward to interacting with people, especially the professionals in our Branch.

**What is the most difficult part of your job?** I find it hard to wait for the information I need to meet my suspense dates to come back to me before the deadline.

**If I was the DE for a day, I would...** give every employee who has not used their sick leave during the past year a day off.

**What is the best improvement in the District in the past six months?** The best improvement in the District is the new modular furniture. It looks very nice.

**What is the best improvement in your office in the past six months?** I did get a new computer and I'm happy about that. But, I still did not receive my new furniture.



Michael Onuma

**Hometown:** Pearl City, Hawaii

**Position with Corps and how long:** Mechanical Engineer in Design Branch since 1999.

**Describe your job in 50 words or less:** I design air conditioning, plumbing and fire protection systems. Part of the process entails coordinating with others; calculating such things as the cooling/heating loads, the cold/hot water demand, the fire sprinkler demand, and sizing pipes and ducts; designing the controls for the mechanical system; and sizing and specifying the mechanical equipment.

**What do you like best about your job?** I know I will learn something new each day. Whether it's something simple, such as learning a shortcut on CADD, or complex, such as learning how a mechanical system functions, I enjoy learning new things.

**What is the most difficult part of your job?** The most challenging aspect of my job is to balance the wants and needs of the customer while still meeting suspense dates and budgets.

**If I was the District Engineer for a day, I would...** thank everyone for the hard work and dedication they put in to make HED the best place to work.

**What is the best improvement in the District in the past six months?** The best improvement in the District is the new modular furniture.

**What is the best improvement in your office (work group) in the past six months?** I like the new CADD laser plotter. It can hold two rolls of different sized paper, it's fast and it doesn't break down.



**Potential:** *It's not what you've got, it's what you use that makes a difference.* —Zig Ziglar, motivational speaker

## Palau Road progress continues despite delays

*Story and photos by Doug MaKitten*

Progress continues on the Palau Compact Road, the District's biggest, most challenging construction project. (*Editor's Note: for a detailed project description, see the story "Palau Compact Road Will Transform Island Nation" in the April/May 2001 Pacific Connection.*)

Work on the 53-mile-road is ongoing at several locations — known as "packages" — on the Republic of Palau's Babeldaob Island. By September, three construction camps and a concrete batch plant were completed. Dredging sites were developed in three locations and two quarries were established. Approximately 55 percent of the trees were cleared from road sites, 30 percent of the grubbing, 13 percent of the excavation and five percent of the embankment work was done. In addition, existing bridges on 25 locations were either replaced or repaired.

Though these accomplishments are significant, problems with frequent rain and resulting soil compaction difficulties have put the road a year behind schedule. The new completion date is summer 2004.

Despite the slower than anticipated progress, both Republic of Palau officials and the Department of Interior's Office of Insular Affairs, HED's customer, praised the Corps.

"The Army Corps has done a good job of managing this project and we appreciate their assistance," said Fritz Koshiha, Republic of Palau Minister for Resources and Development.

HED's customer for the compact road project is the Department of the Interior's Office of Insular Affairs. OIA's mission is to develop more efficient and effective government in the so-called insular areas that have administrative relationships with the U.S.

The agency does this by recommending policies, providing fi-

rior has done in any of our islands," said OIA's Tom Bussanich. "It is very important to us."

"I have always been really impressed with the district engineers and the Corps staff, people like Dave Kern (HED project manager), C. Alex Morrison (the Palau Resident Office Resident Engineer), Pat Billington and the District's legal staff," Bussanich continued. "They are responsive, committed, creative, and effective."

"I think this is one of the most challenging, interesting and



*1st Lt. Tom Piazz, pointing, and Mark Wittrock, Palau Resident Office project engineer, check work in Package B of the Palau Compact Road project. Piazz, a recent West Point graduate, was on a temporary duty assignment with HED this summer.*

rewarding projects in the Corps, when you consider the technical difficulties and the cultural and economic impacts for the Republic of Palau," said Morrison.

"We have a great staff in the Resident Office," Morrison continued. "I think we are working well together, with our prime contractor Daewoo, with the Department of Interior, with the Republic of Palau government and everyone else involved to successfully complete the work."

In addition to the construction itself, Morrison and his staff emphasize safety and outreach, involving the Republic of Palau's top officials. President Tommy E. Remengesau Jr. has visited the project and Morrison meets regularly with government officials and civic groups to keep them up to date.

HED Project Manager Dave Kern's perspective is similar to Morrison's.

"Planning, designing and constructing the road has been very challenging," said Kern. "Everyone involved has worked hard and there is a continuing great team spirit between the U.S. and the Republic of Palau. Because of that I think we will overcome future challenges too."

Daewoo, a well-known Korean company that has built projects in many parts of the world, is the prime contractor on the Palau Compact Road project.

"This is a very important job for Daewoo," said J.W. Kim,

**See "Palau Road," page 7**



*Palau Office Resident Engineer C. Alex Morrison briefs the Palau Rotary Club on the progress of the construction of the Palau Compact Road. Community outreach is an important aspect of the project.*

nancial and technical assistance, and by strengthening federal-insular relationships. One of those relationships is with the Republic of Palau.

"I've been involved with the Palau Compact Road project since 1994 and it is the largest public works project the Department of Inte-

**Patriotism:** *I realize that patriotism is not enough. I must have no hatred or bitterness towards anyone.* —**Edith Cavell**, English nurse who aided allied soldiers during World War I.

## HED paralegal recognized for long-time achievements

*Story and photo by Alexander Kufel*

**S**hirley Koga, a paralegal specialist in HED Office of Counsel said that she was “astounded” to hear that she was a co-recipient in this year’s Bert P. Pettinato Award for Public Service. The announcement was made July 26 at the Chief Counsel’s Honorary Awards Banquet at West Point, New York.

“I couldn’t think of anything I’ve ever done that would entitle me to such an honor,” said Koga. “I was sure there had been a mistake.”

But, there was no mistake, said attorney Vincent Faggioli, HED chief of counsel. “Shirley has a history of selfless service and glowing reviews from her supervisors for 31 years. To give you an idea of the quality of her contributions, she is the first non-attorney to receive this award. We’re all delighted.”

Adding special significance for Koga is the fact that Bert Pettinato was Pacific Ocean Division counsel for 19 years and she worked for him when she first came to work for the Corps of Engineers.

“Bert was a wonderful man,” she said. “He was a mentor to us all.” She said that they were all very pleased when USACE created the award in Pettinato’s name and it never entered her mind that one day she would be one of the recipients.

The award was established to recognize counsel employees who demonstrate pride in public service through leadership, concern for people, and a personal belief that government service is both a noble calling and a public trust. Abbe Dunning-Newbury, Alaska Engineer District counsel, is co-recipient. Bert Pettinato died in 1993.



*Shirley Koga, HED paralegal specialist, proudly shows her award.*

### Be alarmed... be very alarmed....

*Life in Bldg. 230 changed quite a bit during the past two months as a new silent alarm system with motion detectors was installed throughout the HED building. Contractor Bill Edins from the Advantor Corp. pulls some of the wires connecting the various parts of the system.*

—Photo by Alexander Kufel



## Palau Road...

*Continued from page 6.*

Daewoo’s project manager. “It is our first job for the Corps outside Korea and our first job in Micronesia. We are committed to successfully completing it and we will make every effort to overcome difficulties.”

When the 53-mile road is complete it will help transform the Republic of Palau, a remote Micronesian island nation and former U.S. trust territory that has a Compact of Association with the U.S.

Construction of the road is part of a plan to move Palau’s capital from crowded Koror to the relatively wide-open spaces of Melekeok on Babeldaob Island. The road is crucial to opening sparsely populated Babeldaob to a variety of much-desired economic development opportunities.

At present, the few roads on Babeldaob quickly turn into narrow, dirt trails. In moderate rains, these roads quickly turn into impassable quagmires. The paved Palau Compact road will change that and the people of the Republic eagerly await it.

“Everybody is looking forward to seeing it,” said Minister Koshiba. “We have just hired a private firm to do the zoning and master planning on Babeldaob, which is our biggest island and offers potential for development. The direction from our president to me as minister of resources and development is to plan for sustainable development so we can maximize our limited land resources, while protecting the environment.”



**Success:** *You've achieved success in your field when you don't know whether what you're doing is work or play.* —Warren Beatty, American actor

*As the Pacific Ocean Division bids farewell to one commander, it also welcomes another in a ceremony steeped in military tradition...*

# Change of Command



Brig. Gen. Ronald L. Johnson addresses the crowd after he accepts command of the Pacific Ocean Division. At right are Maj. Gen. Hans Van Winkle and Brig. Gen. Randal Castro.

*Right: In keeping with military tradition, Brig. Gen. Ronald L. Johnson (second from left) passes the POD colors to USACE Command. Sgt. Maj. Robert M. Dils. The passing of the colors signifies the transfer of responsibility from one commander to another.*

Brig. Gen. Ronald L. Johnson assumed command of the Pacific Ocean Division from Brig. Gen. Randal R. Castro July 31, 2001, at Shafter's Palm Circle. Maj. Gen. Hans Van Winkle, USACE General, was the officiating officer.

Johnson, POD's 23rd commander, comes to Hawaii from Fort Leonard Wood, Mo. where he was the Assistant Commandant of the U.S. Army. In his remarks to the attendees, Johnson said he will look after the people, customers and mission. He is accompanied by his 10-year-old son, Ian Tyler.

Castro has commanded the Division for two years. He will move off to Fort Leonard Wood, Mo. where he will fill Johnson's shoes.





**Perspective:** *The optimist sees opportunity in every danger; the pessimist sees danger in every opportunity.* —Winston Churchill, former English prime minister



*Photos by  
1st. Lt. Mark  
DeRocchi*

*Ian and Iris Johnson and Judy Castro display leis given them by the many well-wishers at the POD change of command.*

## New commander offers vast experience

Brig. Gen. Ronald L. Johnson was commissioned in the Corps of Engineers after receiving a bachelor of Science Degree from the United States Military Academy at West Point in 1976. His first tour was with the 9th Engineer Battalion, Aschaffenburg, Germany, where he served as Platoon Leader, Company Executive Officer, Assistant S-4 and completed the tour as a Company Commander.

After graduating from the Armor Officer's Advanced Course in 1981, BG Johnson commanded a Recruiting Company in Atlanta and later became a Battalion Operations and Marketing Officer. In 1983, he attended the Georgia Institute of Technology in Atlanta, Georgia and earned a Masters Degree in Operations Research and Systems Analysis. From 1985 to 1988, he served at the United States Military Academy as the Course Director for Freshman Calculus, as well as an Instructor and Assistant Professor of the Department of Mathematics. From 1988 to 1990, he attended the Command and General Staff College and the School for the Advanced Military Stud-

ies (SAMS) at Fort Leavenworth, Kansas. Upon graduation, he was assigned to the 25th Infantry Division (Light) where he served as the Assistant Division Engineer, then

became the Executive Officer of the 65th Combat Engineer Battalion, 25th ID. From 1992 to 1994, he commanded the 14th Engineer Battalion at Fort Ord, California and Fort Lewis, Washington. Following completion of battalion command, he was a 1995 U.S. Army War College Fellow at the Joint Center for Political and Economic Studies. Upon completion of his fellowship, he served as the Senior Aide de Camp to the Secretary of the Army. BG Johnson also commanded the 130th Engineer Brigade in Hanau, Germany. He served as the Executive Officer to the Secretary of the Army from September 1998 through July 1999. He assumed duties as the Assistant Commandant of the U.S.

Army Engineer School at the Maneuver Support Center in August 1999.

BG Johnson's awards include the Legion of Merit (1OLC), Meritorious Service Medal (3OLC), the Army Commendation Medal (1OLC), the Army Achievement Medal, the Army Superior Unit Award, the DeFleury Medal, the Air Assault and the Parachutist badges.



*Brig. Gen. Ronald L. Johnson*



**Maturity:** *Maturity has more to do with what types of experiences you've had and what you've learned from them, and less to do with how many birthdays you've celebrated. —Unknown*

## Historical HED: A step back in time

### One year ago...

*Lori Sorayama becomes HED's Information Management chief.*

### Five years ago...

*Preparatory site survey work begins on the Palau Compact Road. The current network of dirt roads and overgrown paths will be replaced by an asphalt concrete roadway. Under the terms of the Compact of Free Association between the United States and Palau, POD/HED will construct the road and has received nearly \$7 million of the total \$149 million project.*

*Glenn Takishita, PP-A, married Sandi Aoki Tomokiyo August 24, 1996. David Lindsey, CW-T, was best man.*

### Ten years ago...

*Families begin moving into new housing at Helemano Military Reservation on August 1, 1991. HED supervised the design and construction of the \$40 million project which includes new sewer and water systems and conversion of an existing building into a community support center.*

*Ground is broken for a first-of-its-kind housing project at Marine Corps Air Station, Kaneohe. POD, through its Hawaii Resident Office, will monitor the progress of the \$27 million project being constructed under the government's Section 802 program.*



*Let's see now...Is it office-in-a-box or a box of an office? We can always ask Sharon Frietas, assistant chief of Information Management. After many months working at a counter top with no privacy and lots of interruptions, she discovered that good things can come in large boxes and that systems furniture can go a long way toward providing something resembling an office in a large room without other partitions. "I like it," she said. "It's very well organized and feels bigger than it is." —Photograph by Alexander Kufel*

# Nationwide Inspection of Completed Works program management switched from operations to emergency management

*Story by Alexander Kufel*

**U**SACE propensity for the Inspection of Completed Works (ICW) program recently was transferred from Operations Branch to Civil Emergency Management Branch (EM). According to a memorandum published in July, the purpose of the change is to create a single office to support "life cycle" project management of the infrastructure for the inspection of all flood control works and shoreline protection projects, both federal and non-federal. Under the public law PL 84-99, eligible projects which have been properly maintained, yet sustain damage during flooding or storm events, may be entitled to federal funding for rehabilitation; up to 100 percent if the project was federally built to begin with. The role of Emergency Management (EM) under the new program structure is to function as the program manager. The ICW program was developed for projects designed by the Corps of Engineers that upon completion are turned over to a local sponsor to operate and maintain. It is the intention of the ICW program to ensure protection of the federal investment while helping to perpetuate the proper functioning of the project.

Dan Meyers, an engineering technician with Civil Works Technical Branch, has been the primary inspector of statewide flood control projects for HED for several years. He said that over the years, HED has developed an excellent relationship with the local

**See "Inspection," page 11**



*Engineering technician Dan Meyers records GPS (Global Positioning System) coordinates from an erosion site preparatory to inclusion in a CD-ROM project disk. —Photo by Benton Ching.*



**Freedom:** *A free society is a place where it's safe to be unpopular.* —Adlai Stevenson, former U.S. vice president

## Regional Roundup

### POD HR director Kajikawa retires after 31 years; 14 with Corps



*Vernon Kajikawa, longtime Pacific Ocean Division director of Human Resources retired in late July following 31 years of federal service. He had been with POD since 1987. In remarks at Kajikawa's retirement luncheon, then-Commander Brig. Gen. Randal Castro said that it is the measure of this man and his achievements throughout his career that he probably shined brightest during the turbulent period of*

*reorganizing POD into a stand-alone Division and District after being combined for more than twenty years. Anybody can succeed during good times, said Castro. Kajikawa helped recast an entire organization of some 450 personnel and every job description and did so without most people being aware of the enormous effort it took to accomplish.* —Photos by Alexander Kufel

## Inspection...

*Continued from page 10*

government program proponents throughout Hawaii and remains thoroughly committed to ensuring that the quality of the inspections and the partnering relationships continue with the local sponsors.

Meyers said that of immediate concern is that the terminology used for evaluation criteria is going to change. The ICW program will be using ER500-1-1 as its source for the rating system and frequency of inspections.

July 19 and 20, the Mississippi Valley Division and the St. Louis District played host to a national workshop intended to raise the major issues and begin "forging a blueprint" for the ICW program. HED was represented by Rick Oleniacz and Dan Meyers; POD was represented by Ken Suiso.

Six issues were raised: ICW Policy, Project Management Plan, Program Funding, Inspection Reporting, Sponsor Performance, and Enforcement. Headquarters USACE is consolidating these elements and has immediate plans to assemble a national working group to develop a national ICW policy and program. Volunteers for the task were solicited during the workshop and HED Natural Disaster Manager Richard Oleniacz stepped forward.

"HED is at the forefront of this new ICW program," said

Oleniacz, who is also an engineer. HED EM has already written the first ICW program Project Management Plan, he said, and he intends to take it with him to Washington, D.C. to use as a model at the national working group level.

Meyers said that HED Commander Lt. Col. Ronald N. Light and EM chief Joel Hendrix have been extremely supportive of efforts to integrate the latest technology with HED's inspection program wherever it is beneficial.

"Right now, hydraulic engineer Benton Ching and myself are developing something we're calling DIFIP (Digital Information Field Inspection Program)," said Meyers. "It enables us to put all related project information such as as-built drawings, maps, charts, photographs, correspondence and even technical manuals onto a CD-ROM disk and take it with us to the actual site where we can do comparisons and refer to whatever information we require." It's still a prototype, but a brief demonstration suggests that it will be a very effective tool in the field, particularly when CD-ROM disks are developed for each project. Oleniacz said that HED-EM has already

submitted a request to fund the DIFIP

"I look for HED to take a leading role in the new direction of ICW program thanks in great part to the excellent engineering expertise we have in this program," said Oleniacz.



*Emergency operations planner Richard Oleniacz.* —Photo by Alexander Kufel.

**Morality:** *There's harmony and inner peace to be found in following a moral compass that points in the same direction regardless of fashion or trend. —Ted Koppel, Nightline anchor*

## Pohakuloa...

*Continued from page 3*

more than \$10 million in contracts to protect threatened and endangered species at Army training areas in Oahu and PTA.

"Working with HED Environmental provides us with a multiplier effect with regards to natural resources and endangered species issues," said Char. "HED has excellent contracting expertise and contacts in the scientific community and provides us with specialized and very highly technical expertise that enhances those skills and abilities possessed by our own in-house workforce."

The District also provides technical advice and has developed partnerships and contractual agreements with environmental groups, universities and private contractors and interagency agreements to ensure environmental-related services can be provided quickly.

HED awarded contracts to companies such as Brewer Environmental Services for alien plant control, Donaldson Enterprises for surveys of unexploded ordnance to support natural resources activities and Rana Productions/Reggie David for endangered bird



*Close-up of endangered plant Hedyotis coriacea at PTA.*

and bat surveys. The District also has contracts with non-profit organizations and universities such as The Nature Conservancy, Center for Ecological Management of Military Lands (Colorado State University) and the Research Corporation, University of Hawaii (RCUH) to perform flora and fauna surveys.

Though an interagency agreement, the U.S. National Park Service fenced 6,513 acres to keep out ungulates (feral goats, sheep and pigs) and protect native habitat and listed species. In conjunction with the fence construction, the U.S. Department of Agriculture, Wildlife Services staff removes ungulates from the fenced-in areas. Safety considerations are a key element of this work, as portions of the enclosed areas are known to contain unexploded ordnance (UXO). Explosive ordnance disposal specialists from the 25<sup>th</sup> Infantry Division assist in clearance efforts.

Though another interagency agreement, the U.S. Geological Survey, Biological Resources Division (USGS-BRD) conducts studies on the biology and habitat needs of an endangered honeycreeper, insect surveys and monitoring to document distribution of alien insects, their effect on native insects and insect-rare plant interactions. An USGS-BRD and RCUH monitoring program addresses status and changes in plant species and communities that result from ecosystem management actions.

"We rely on the DPW-HED team for NEPA (National Environmental Policy Act) work and they really help us," said Owen. "A recent example of this was an infantry unit that wanted to train in a training area we seldom use. We needed to get good cultural and plant surveys done quickly and in a matter of a week DPW and HED employees and contractors completed the field work and determined the unit would have no detrimental impact on the environment. The infantry maneuver training went off without a hitch and all the unit's training objectives were met."

With HED's support and technical advice, the ecosystem management program is working and training continues at PTA. At the same time, the partnership of agencies studying PTA's natural resources gathers valuable information that will help protect Hawaii's environment. It's a "win-win" solution that benefits everyone involved.



*Fence crew installs barrier to protect endangered plants growing close to road within boundaries of Pohakuloa Training Area (PTA).*



**Happiness:** *Happiness is not a station you arrive at, but a manner of traveling.* —Margaret Lee Runbeck, author

## Boost to District from interns, summer students, temporary hires works both ways

Story and photographs by Alexander Kufel

**H**ED Commander Lt. Col. Ronald N. Light says it best: "The improved quality of life that we seem to have been enjoying lately in the District may be due in part to the contributions of temporary and summer employees made during their time with us. We need to recognize their efforts."

Many offices look forward to a yearly influx of people who can help with day-to-day activities while learning on-the-job. The experience, however, is not necessarily one-sided, and each temporary and summer employee expressed appreciation for what they learned while on the job. Those sentiments are perhaps best expressed by summer-hire Mavis Li from Ewa Beach, currently an engineering student at the University of Pennsylvania in Philadelphia, who wrote a memorandum chronicling her experience (See sidebar).



(Above) Kimberly Freeman, Ft. Shafter Resident Office (FSRO); Lt. Col. Ronald N. Light, HED Commander; Mavis Li, FSRO; Esmar Fagarang, Job Help Store; Not pictured are: Kristopher Li and Yvette Nozaki, RM; Kimberlee Low, Keane Nishimoto, Delfin Rufo, Jr. and Stephanie Kanai, PPM; Teri Hall, Lyle Otineru, Roberta Hsu, and Daniel Mahi, E&C; Paola Rosado and Paul Fritz, Jr., FSRO; Arthur Perkins, LM; Pak Ho Chan, RM.

### Lessons Learned August 31, 2001

In my short stint with the Corps of Engineers as a student summer hire, I had the wonderful opportunity to step over the yellow construction tape for a first-hand, up-close view of engineering and construction. Of course, it hasn't necessarily been what I expected, but that's the idea, isn't it?

The first time I tagged along to a job site was to Building 502 on Fort Shafter. Luck would have it that the workers had stopped the elevator on an upper floor, so we trudged up eight flights of stairs. And what, exactly, awaited us at the top? Nothing—literally. The contractors had been demolishing the existing fixtures, walls, and cabinets. Nonetheless, I was still excited. It was a new experience for me. The best part is that every time I saw that building, it looked different—new piping and wires appeared; more walls disappeared. It's like I'm seeing the transformation in time-lapse photography. Absolutely amazing....

All summer, just when I thought I had my alphabet nailed down, a slur of letters kept being thrown at me: USACE... POH... FSRO... EC... AHA... RMS... MSDS... AE... PAT. Everyone talked as if that were a natural part of their language. And there I'd be staring at them. "Huh? Come again?" But after several weeks in USACE with POH at FSRO, I began to understand. And, to my surprise, strings of letters started coming out of my mouth....

What I found very interesting about the Corps is its emphasis on teamwork, rather than having a single "supervisor" and his/her subordinates address one little piece of the puzzle at a time.... Thank you HED. It's been a great summer!

Mavis Li



—Photo by Michelle Cain

(Left) Craig Flowers, a fourth-year cadet at the U.S. Military Academy at West Point, N.Y., gets a hands-on lesson in engineering at Tripler Army Medical Center from Glenn Ishihara, construction representative with HED's Fort Shafter Resident Office. Flowers spent three weeks with FSRO. This is the first year that Hawaii has been one of the destinations for students to select from. (Right) West Point graduate 1st Lt. Tom Piazza came to HED on a TDY assignment enroute to his next duty station.

(Below far-left) Al-Aakhir Grimes-Rogers, Engineering Services. (Below left) Gary Li discusses work with Jyun Yamamoto, Contracting Division. (Below center) Paulette Choy and Barbara Mills, Real Estate (RE). (Below right) Jenelle Wong, Design Br. (Below far-right) Casey Hiraiwa, Design Branch.)



**Fools:** *He who asks questions is a fool for five minutes, but he who doesn't ask remains a fool forever.* —Chinese proverb

# Electronic Library

by Ruby Mizue

## Announcing... new HED website design!

We are pleased to announce the unveiling of our redesigned HED web site ([www.poh.usace.army.mil](http://www.poh.usace.army.mil)). Our new web look was designed with the following goals in mind:

- Presentation of a unique, professional web identity for HED, distinct from POD
- User-friendly navigation, with easy access to topics of public interest
- Focus on customer service, with a common framework for featuring our projects and services
- Compliance with USACE design guides and standards

The framework of our new web site has been converted to our new look. We are continuing to convert pages with the old kapa design to our new look as well. Please bear with us during this transition period.

We welcome your comments and suggestions! Should you encounter any problems locating pages, please use the Site Map, or contact Ruby Mizue at 438-8348.

### **NEW** Items Posted on the Net

A new District regulation, **POHR 1110-1-5**, *Design Review*,

*Lessons Learned, and Implementation of Design Review and Checking System (DRCHECKS)/Corporate Lessons Learned (CLL)* has been issued and posted on the Internet at <http://www.pod.usace.army.mil/info/hedreg.html>.

New items are posted to the Honolulu District INTRANET on a continual basis. To access the Intranet at <https://pohinfo>, be sure to use *Internet Explorer* as your browser. From the POHINFO home page, you can link to newly listed After Action Reviews or the new Internal Review Audit Reports page. The Intranet is only accessible to Honolulu District employees and HQ POD staff.

### UPDATE on Search Engines

From time to time, we've all attempted to find something on the Internet using one of many search engines available. Each operates a little differently, and if you are not careful, you may either miss getting the "hits" you want/need, OR you may be flooded with extensive listings of sites that miss the mark.

For a comprehensive comparison and evaluation of Internet search engines from a searcher's perspective, check out "*Search Engine Showdown—The Users' Guide to Web Searching*" at <http://www.notess.com/search/>. This site is created and maintained by Greg Notess, a librarian and an authority on Internet information resources. Browse the site for hints on searching for specific information—there's something for both the novice and most serious of searchers.

## PRODUCTIVITY CORNER

### Messengers in peril

The Persian Messenger Syndrome —killing the bearer of bad news—is frequently mentioned as a major reason why managers are kept in the dark concerning unexpected setbacks. The syndrome traces its origins to ancient Greece and Sophocles' tragedy *Antigone*, wherein a messenger fears for his life because he knows Creon, the king of Thebes, will be unhappy with the news he brings. The Persian Messenger Syndrome survives today in modern industry. General Motors Corporation is an organization well-known for its hostility to bearers of bad news concerning the firm, its products, or its declining market share. The company joke is, "At GM, we not only shoot the messenger, we bayonet the stretcher carrier."

—Ragan's Communications

### The power of perseverance

Sylvia Porter started out as an English major when she went to Hunter College but switched to economics after the stock market crash of 1929. Her widowed mother had lost her life savings of \$30,000 in the crash, and Sylvia wanted to find out how that much money could simply disappear overnight. After graduation, she applied for a job with the Associated Press, but was told that the AP had never hired a female financial reporter and never would. So instead she went to work as a financial assistant at an investment house on Wall Street.

By combining on-the-job experience with additional college courses, Sylvia became an expert in government bonds and from 1934-35 she published a bond-related newsletter called *Reporting on Governments*. The credibility she gained with that publication helped her land a job in 1935 as the financial writer for the New York Post. She was hired at the Post on the same day that all the members of the financial department were laid off in a cost-cutting move, and one of the conditions of her employment was that she assume the duties of all the dismissed employees. Initially, she wrote three columns a week, but by 1938 her column was a daily feature and it was later syndicated to hundreds of newspapers across the United States. Until 1942, because of the bias against women in the financial field, her columns appeared under the byline S.F. Porter so her readers would assume that she was a man. Her column ran at the Post for 43 years until she changed papers in 1978 and wrote for the New York Daily News until her death in 1991.

—Ragan's Communications

### Leading by example

In World War II, Gen. Dwight Eisenhower was picked to head the Supreme Allied Command because he wasn't a charismatic or dramatic man. Eisenhower was tough. In a meeting with his top generals shortly before D-Day, he reminded them of the importance of leading by example: "An army is like a piece of string," he said. "If you try to push it from behind, it just tangles. Soldiers have to be led from the front."

—Ragan's Communications



**Value:** *Too many people today know the price of everything and the value of nothing.* —Ann Landers, advice columnist

# The only guarantee of quality is us

Many of you are now aware that the Honolulu Engineer District has begun to align its business processes to something called the "ISO 9001:2000 model." Briefly, ISO (the acronym means "International Organization for Standardization") seeks to apply a "plan, do, check, act" model to work. An example of a business process already in the District which is based on this model is our After Action Review (AAR) process. The intent of our efforts under ISO 9001: 2000 is simply this: to delight our customers. We think we can do this better if we fortify what we currently do with the "plan, do, check, act" model.

I know what you're thinking. "Is this Total Quality Management (TQM) in a different wrapper?" Or perhaps, "Is this another management fad someone read in a book written by some guy (or gal) who has never set foot on a project site, or designed even a mailbox?" To some degree, I share these concerns, and here is why:

Regardless of the processes we adapt to help us ensure we deliver quality work, quality ultimately depends on us. There is no magic formula out there to guarantee quality! There is no special flow diagram, no fancy process manual, and no magic wand to guarantee we'll deliver quality work to our customers. I do believe that ISO 9001: 2000 will get us far, and I do believe it will be worth the effort to align our business processes to the "plan, do, check, act" model (many others are doing this, by the way). Change of this magnitude needs all the help it can get. But ISO by itself cannot provide the fundamental ingredient to ensure quality.

What is that ingredient?

It's "us." It's support staff who care enough to ensure they thoroughly staff every action, think it through, develop the best alternatives, and follow up to ensure the job is done properly. It's designers who stay abreast of the latest standards and codes, thoroughly back check documents, consider all review comments, and proudly state "this is my work and I stand behind it." It's project managers who ensure that the customer's wishes are known, who write a useable project management plan that everyone on the project delivery team embraces, and who work schedules and costs to consensus. It's field personnel, far away from "the flag pole," who carefully provide oversight of contractor work, ensuring specifications are adhered to and stopping unsafe practices on the spot. It's you and I responding to customer queries in one day, like we said we would.

What drives people to ensure their work meets these kinds of quality benchmarks? Is it a process manual? Is it a policy letter



By Lt. Col.  
Ronald N. Light  
HED Commander

## Commander's Comments

**“**  
*I do think the only guarantee of quality is our own desire to commit to achieving quality results —no matter what we do— for our customers.*  
**”**

written by the District Engineer? I believe the answer is more people-oriented than that. Although knowing what the standards are for your job is vital, the answer has to come from within. I do think the only guarantee of quality is our own desire to commit to achieving quality results—no matter what we do—for our customers. For our internal customers. For our external customers. For ourselves.

What does the District look like if we don't have the desire to achieve quality? In one way, it's like a boat. When we're all in that boat, we're all headed in the same direction. When we're all focused on providing quality to our customers, everyone shares the load, we know where we're going (our azimuth!), and there's movement toward getting there.

This boat, however, is not a perfect craft. What happens when some of the people on board don't care about quality is that the structure weakens and the boat leaks. There are some real gushers coming up through the planking. We spend time bailing it out. We have less energy to move forward. The leaks—the "quality leaks"—distract us from where we want to go, and what we want to do. We lose sight of our customers; we begin operating in crisis mode and quality gets set aside.

Experts say that it is much, much easier, and far less expensive to prevent quality problems before they occur. This thing called ISO 9001:2000 will help us do that. But it will only go so far: quality ultimately depends on us.

Are you committed to doing quality work? You can only answer this yourself. You can answer "yes" if you see yourself in some of these statements: "I know my job and am doing it to the highest levels of service." "I'm going to get this done right...no shortcuts that erode quality." "Even when no one is looking, I will do the right thing to deliver quality." And finally, "I still care."

I know most of us don't want to be in a leaky boat. And, we all know that our customers won't tolerate a "leaky boat" for long. I hope you will join me in a personal commitment to achieving quality, wherever you work and whatever you do in the Honolulu Engineer District. Remember: the only guarantee of quality...is us.

**Hope:** *Everything that is done in the world is done by hope.* —Martin Luther King, Jr., American civil rights leader

## Terrorist attacks mean changes ahead

### Commentary



*The Military District of Washington Engineer Co. from Fort Belvoir, Va. conducting urban search and rescue operations inside the Pentagon following the Sept. 11 terrorist attack. — U.S. Army photo.*

The terrorist attacks against America have shaken us all. Nearly a week after the horrific events of September 11, I am personally unable to grasp the full scope of the destruction and loss of life. Several news commentators were quick to liken the attacks to “America’s second Pearl Harbor.” Perhaps our connection with the “first Pearl Harbor” makes the terrible events of September 11 so poignant.

The terrorist acts against our great country will change our lives, both as Americans, and also as public servants. Locally, armed sol-

diers control access to military bases where we work. A commute that took 15 minutes on September 11 took as much as 4 hours two days later. Construction contractors, A/E firms, and our other partners were denied access to work sites. Travel to and from the mainland, and everywhere else for that matter, is curtailed.

We face more changes in the future. While I cannot predict what form all of these changes will take, I do know that our jobs will become tougher. In order to achieve protection of our force—soldiers, their families, DA civilians—we’ll be inconvenienced. And, even while we struggle to get to work on time, our nation will call on us to shore up protection of critical facilities, repair damaged infrastructure, and take steps to prevent these attacks from happening again. Some of us will deploy off-island. Some of us will don the uniform of a reservist. *We will be among those asked to do the extraordinary.*

A Greek philosopher named Polybius once said, “The true test of the perfect man is the power of bearing, with spirit and dignity, violent changes of fortune.” Despite the violence in New York City, Washington D.C., and Pennsylvania, our magnificent America, while bowed, remains unbroken.

Yes, change of a magnitude unimagined is upon us all. Yes, our nation will require some level of personal sacrifice from each of us. But, I know this: we will get through this, and eventually America will shine brighter, and be stronger than ever. As I have said in other forums, I support the President, the Chief of Engineers, and our Division Commander.... And that’s all I am asking you to do.

With bearing. With spirit. And with dignity.

Lt. Col. Ronald N. Light

Commander, Honolulu Engineer District

### Aloha means Hello

to...**Dorinda Won**, EC-CC, who has returned to HED after three years with JED; **Lynnette Oh**, PP-A, who joins HED from a position with the Directorate of Public Works at Schofield Barracks; **Paul Kai** and **Roy Chung**, Design Branch, who come to HED from the private sector; **Wayne**

**Hughes**, LM, who transferred from JED; **Cleo Kan**, **Milagros Dixon**, and **Alex Tokunaga**, undergraduates at the University of Hawaii, who are participating in the Student Educational Employment Program (STEP); and summer hires, **Jenelle Wong**, EC; **Paulette Choy**, RE; **Gary Li**, CT; and **Barbara Mills**, RE.

**Aloha means Good-bye to...****Thom Lichte**, EC, who has transferred to POD; and **Florence Nii**, CT, who has retired.

**Congratulations to...****Karen Tomoyasu**, RM, who has transferred to the Environmental-Technical Branch.

HED participated in an **Islands Task Force (ITF) Conference** July 24-26. The ITF consists of representatives from FEMA,

### Parting is such sweet sorrow...

**Tina Bagasani**, POD, assists an emotional **Misty Payne**, RM, at her farewell on July 20. Misty left HED to join her husband, who is in the Navy, at his new duty station in Virginia. —Photo by Michelle Cain



NOAA, USACE, local emergency managers and planners, and various consultants supporting the Hurricane Evacuation Study (HES) program. The ITF was established to develop specific guidance and procedures to be utilized in the preparation of HES in island environments, according to **Milton Yoshimoto**, PP-C.

**Bruce Stevenson**, EC-CC, presented a class titled **Techniques for Successful Proposals Requiring Cost and Pricing Data** to the Small Business Administration on July 24.

